

# Enterprise Solutions Executive Course



## Welcome



# Enterprise Solutions Executive Course



Hosted by:  
**Assistant Secretary of the Army**  
**(Acquisition, Logistics & Technology) and**  
**Chief Information Officer / G-6**

June 2006

— ***Enterprise Solutions Competency Center*** —→



# Enterprise Solutions Executive Course



Welcome and Introduction: LTG Steven Boutelle (CIO/G-6)





# ENTERPRISE SOLUTIONS EXECUTIVE COURSE

26-JUN-06

**LTG Steven W. Boutelle**

*Chief Information Officer/G-6*

**CALL TO DUTY: BOOTS ON THE GROUND**



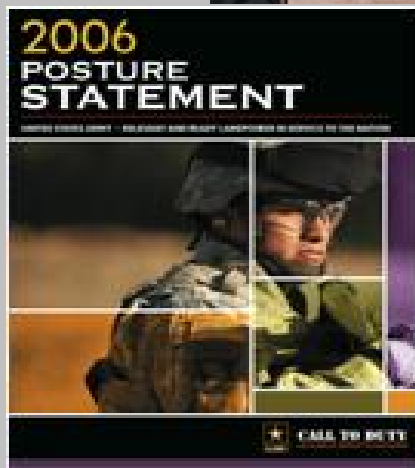




# Executing the Army Plan



## A campaign quality Army with Joint and Expeditionary capabilities

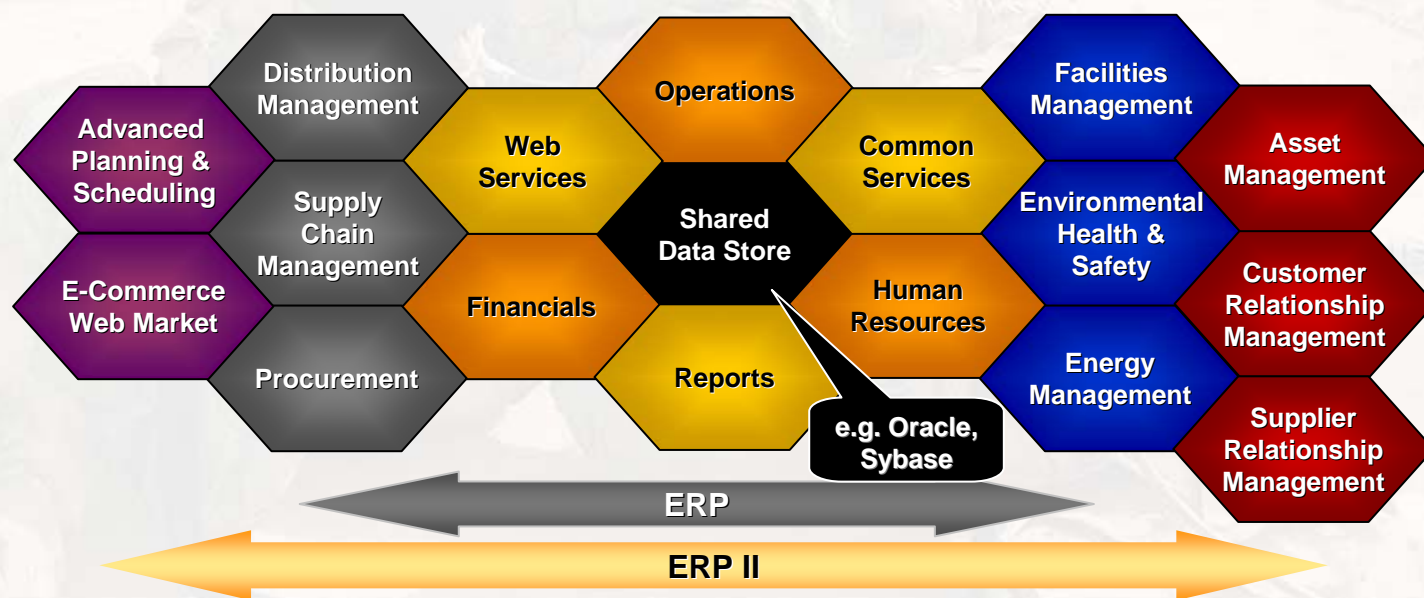


- Provide Relevant and Ready Landpower
- Train and Equip Soldiers and Grow Adaptive Leaders
- Sustain an All-Volunteer Force
- ✓ **Provide Infrastructure and Support**
  - ◆ Reengineer the Army's business processes to free human and financial resources for more compelling operational needs.
  - ◆ Reduce cycle time, overhead, and cost in every aspect of what we do.

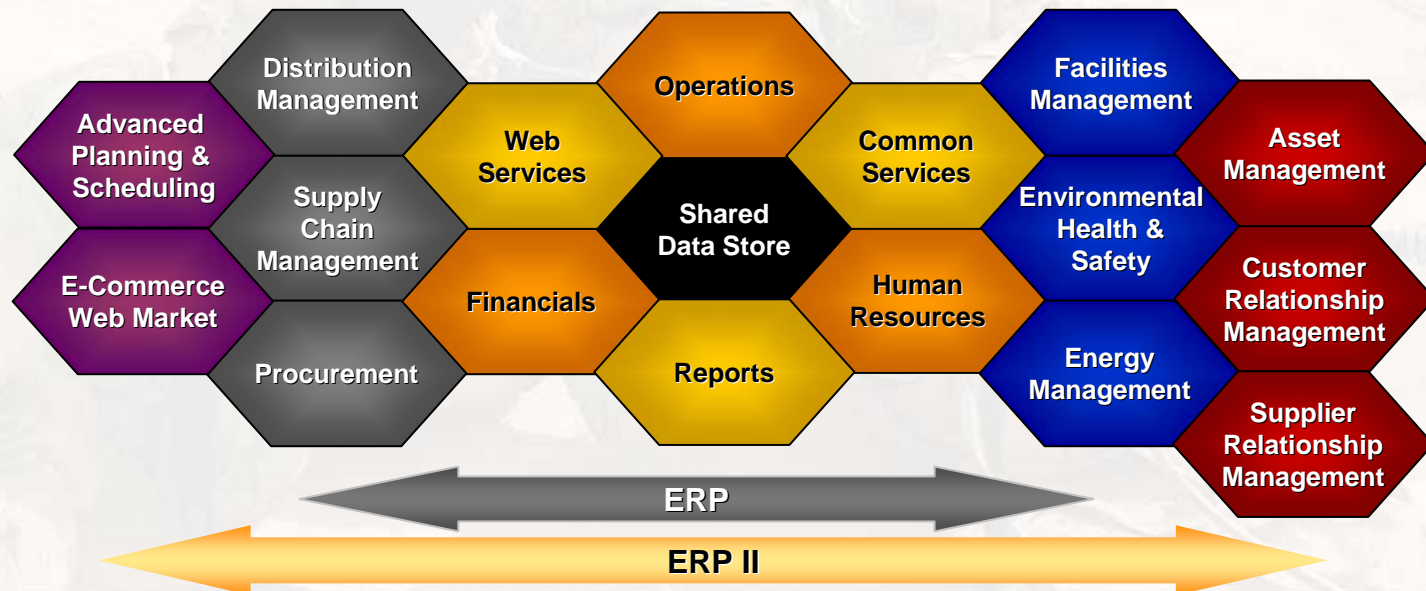
**Business Transformation – Get Lean!!**

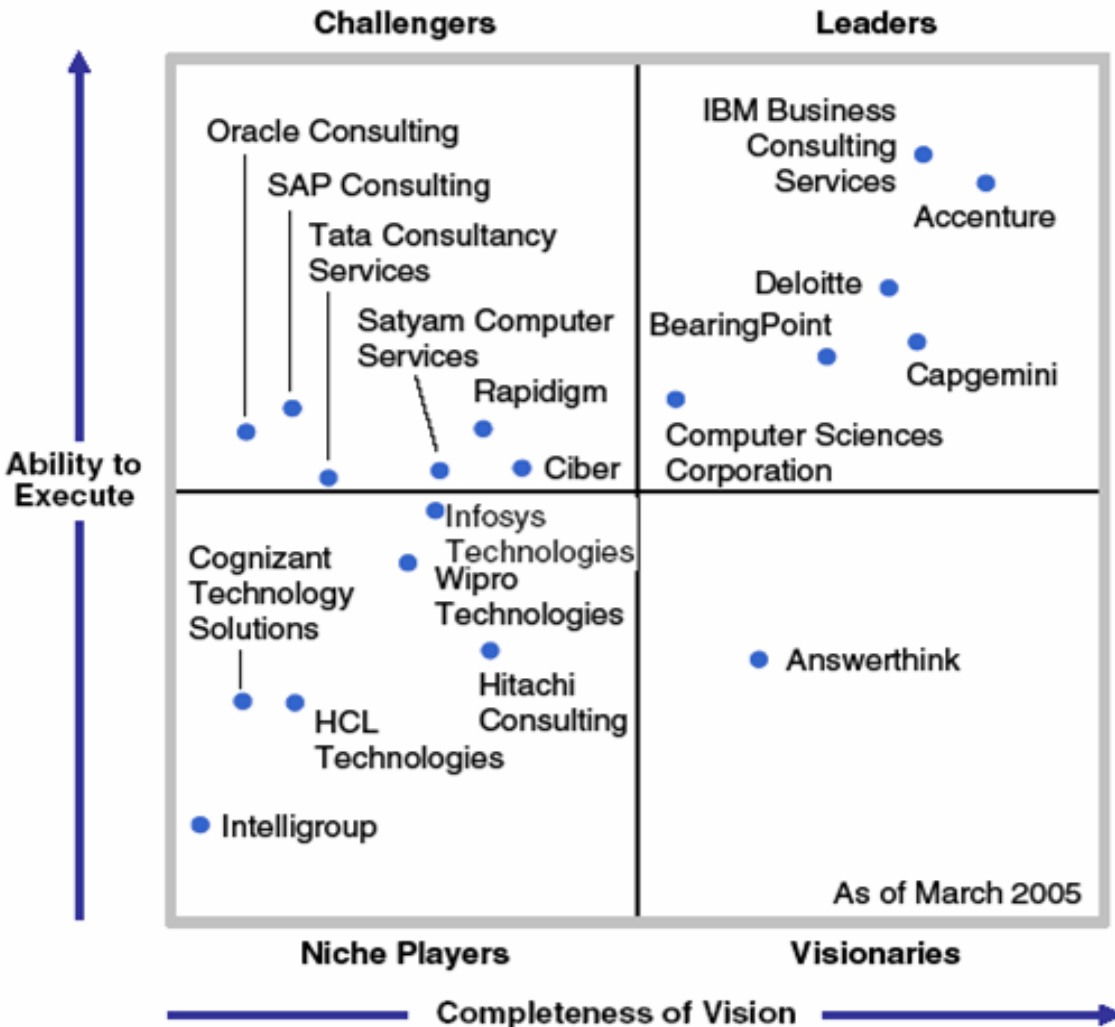
An ERP system is an integrated packaged business software system that allows an organization to:

- ♦ Automate and integrate its business processes
- ♦ Share common data and practices across the enterprise
- ♦ Produce, access, and manage information in a real time environment
- ♦ Configure applications to meet business needs based on best practices across industries and companies (built into software)



- ERP solutions have evolved based on market dynamics and customer requirements
- Human Resources, Finance, & Operations are the core ERP functions
- ERP capabilities are expanding with additional modules (Bolt-ons)





**DoD**  
**Enterprise Software Initiative**  
**Blanket Purchase Agreement**  
**(ESI BPA)**  
**Systems Integrators**

- 1) Accenture
- 2) BearingPoint
- 3) CSC
- 4) Deloitte
- 5) IBM

Source: Gartner Research (March 2005)

**SAP (German)** = Systeme, Anwendungen und Produkte in der Datenverarbeitung  
**SAP (English)** = Systems, Applications And Products in Data Processing



## Gartner: ERP Service Provider Magic Quadrant for North America, 2006



As of May 2006

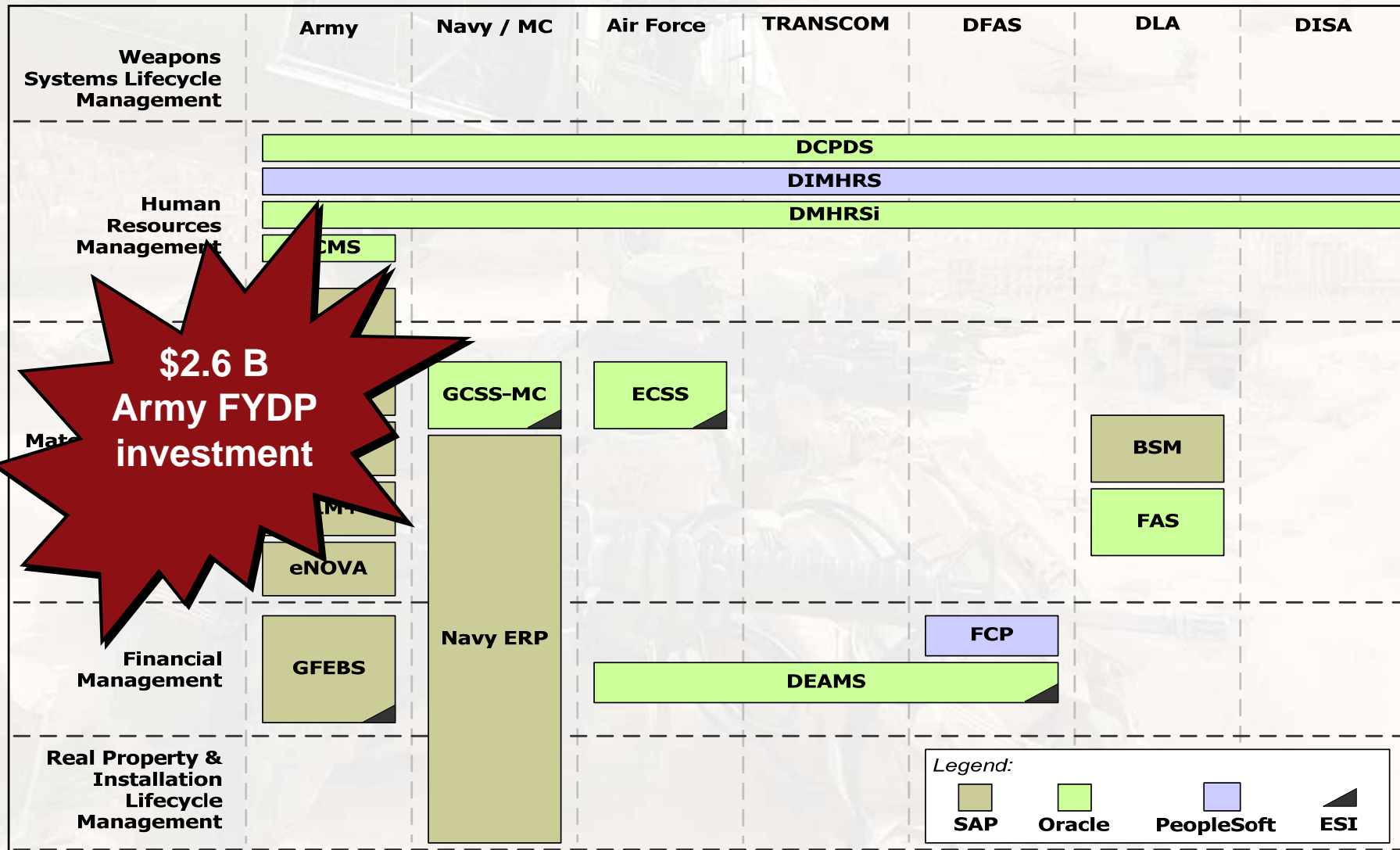
Source: Gartner (May 2006)

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# DOD / Army ERP Programs





# ERPs Support Warfighters



## OPTIMIZING ERP EFFORTS ACROSS THE ARMY ENTERPRISE

### Financial Management



Single Army General Ledger  
\$Transparency; Clean Audit

### Human Resources

DIMHRS



*Take Better Care of Soldiers  
- MilPay, Career Mgmt, etc.*

ERP TWG

IT PfM

ESCC

Warfighter  
Support

PM SALE

ERP OIPT

### Logistics



GCSS-A & LMP

The Business  
Enterprise is Bigger  
Than Army.

ERP TWG – ERP Technical Working Group  
PM SALE – Single SES level Program Manager for most Army ERP Programs  
ERP OIPT – ERP Overarching Integrated Process Team  
ESCC – Enterprise Solution Competency Center (ERP center of Excellence)  
IT PfM – Information Technology Portfolio Management



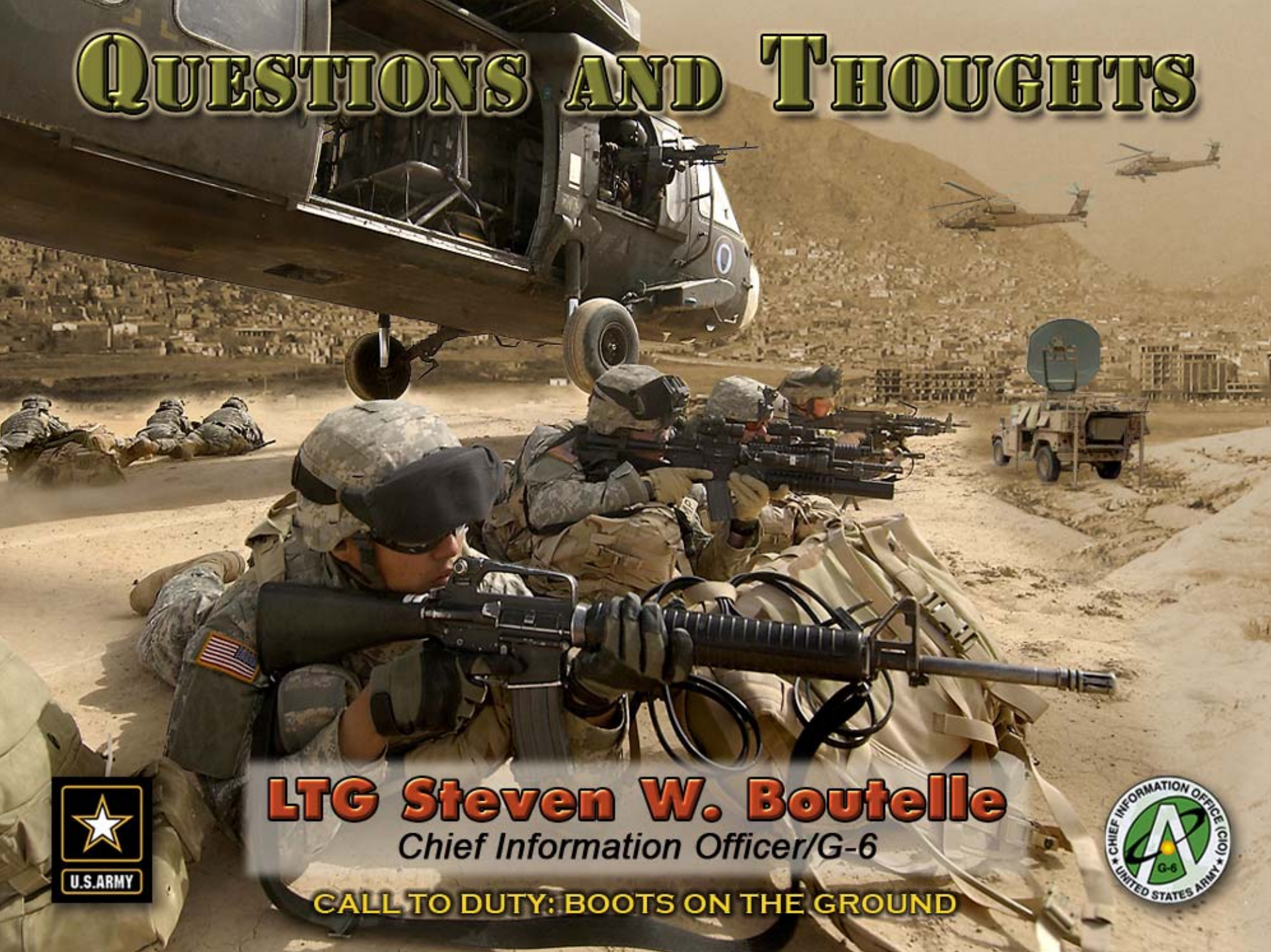
# Course Take Aways



- ✓ Enterprise Solutions are an absolute must for Army Business Transformation
- ✓ Enterprise Solutions approach
  - ...not just about IT,
  - ...requires leadership, operational and management commitment
- ✓ Leverage commercial Best Practices and consider which ones the Army should consider
- ✓ What are the Metrics for success?
- ✓ Use lessons learned to avoid the common mistakes of past failures
- ✓ Aid leaders to make informed decisions



# QUESTIONS AND THOUGHTS

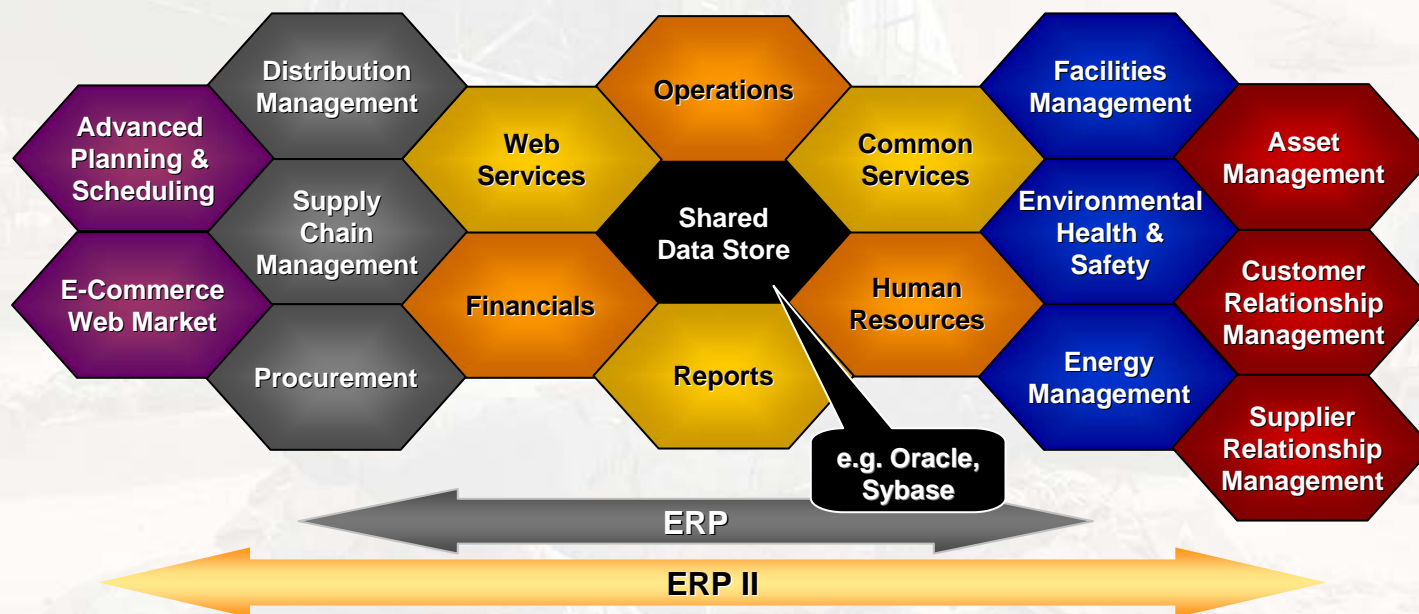


**LTG Steven W. Boutelle**

*Chief Information Officer/G-6*

**CALL TO DUTY: BOOTS ON THE GROUND**







# Agenda



## Opening Remarks

LTG Boutelle

## DoD Business Transformation Agency

Mr. Paul Brinkley

## Enterprise Solutions Overview

Mr. Chip Raymond

## Break

15 min

## Top 10 Reasons ERP Implementations Fail

Mr. Mark Rushing

## The Alignment of People, Process and Technology

Mr. Mark Rushing

## Governance

Mr. Mark Rushing

## Q&A



# *Enterprise Solutions - Context*



DoD BTA

Mr. Paul Brinkley

Deputy Under Secretary of Defense for Business  
Transformation



# Agenda



**Opening Remarks**

**LTG Boutelle**

**DoD Business Transformation Agency**

**Mr. Paul Brinkley**

**Enterprise Solutions Overview**

**Mr. Chip Raymond**

**Break**

**15 min**

**Top 10 Reasons ERP Implementations Fail**

**Mr. Mark Rushing**

**The Alignment of People, Process and Technology**

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**Governance**

**Mr. Mark Rushing**

**Q&A**



# *Enterprise Solutions - Context*



Enterprise Solutions Module 1  
Monday, Jun 26

Mr. Chip Raymond, Director Enterprise Services  
Division, Software Engineering Center - Belvoir



# Course Learning Objectives



- Understand the concepts and components of Enterprise Solutions
- Understand the alignment to Army strategic imperatives
- Understand details of Enterprise Solutions and their implications to the Army
- Understand and discuss the Success Stories and Lessons Learned of practitioners from both the Public and Private sectors



# Course Expectations



1. What is the difference between Enterprise Solutions and ERPs?
2. What can Enterprise Solutions contribute to Army Business Transformation?
3. What does the Army have to do differently to use an Enterprise Solutions approach?
  - a) Governance
  - b) Key Implementation Considerations
  - c) Data Quality
  - d) Testing
4. What commercial Best Practices should the Army consider?
  - a) Risk Management
  - b) Federated Architectures
  - c) Process Performance Management (PPM)
  - d) Competency Centers
5. What are the Critical Success Factors the Army should always employ?
  - a) Continuous Process Improvement (CPI)
  - b) Change Management (CM)
  - c) Performance Management (PM)
  - d) Overcoming Obstacles
6. What are the emerging trends in Enterprise Solutions?
7. What can the Army learn from its experiences and the experiences of others?
8. Do I have enough information on Enterprise Solutions to be a good decision maker?





# ES 1 Learning Objectives



- Understand the concept and components of 'Enterprise Solutions'
- Understand the role of Enterprise Solutions in Army Business Transformation
- Understand the relationship between Enterprise Solutions and ERPs
- Understand the governance structures needed for Enterprise Solutions



# Enterprise Solutions Overview



Enterprise Solutions and  
Business Transformation

Mr. Chip Raymond - SEC - Belvoir



# Army Business Transformation



## ■ The Strategic Imperative:

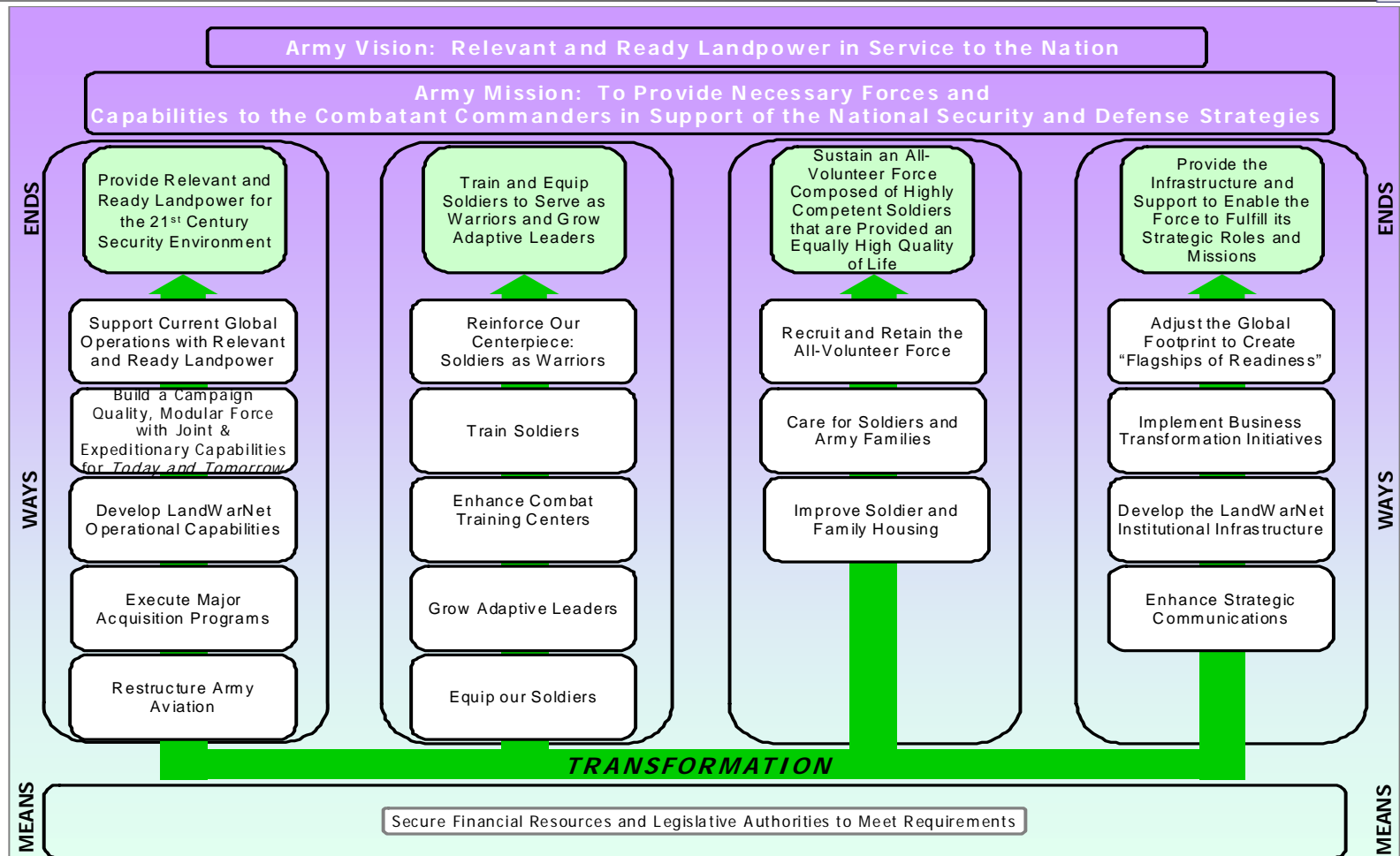
- ☐ As a Nation at war, the Army is challenged to remain relevant and ready in an era of uncertainty, unpredictability and diminishing / changing resources.
- ☐ Non value-added processes, products or services are absorbing critical war-time resources and hindering performance.
- ☐ The Army is currently without a consistent, Army-wide framework to provide continuous, measurable process improvement for its core business processes.

*Source: LSS Deployment Order (071700 Apr 06)*

- To streamline or eliminate redundant operations to free financial and human resources to redirect to the core war fighting missions.



# Army Strategy Map



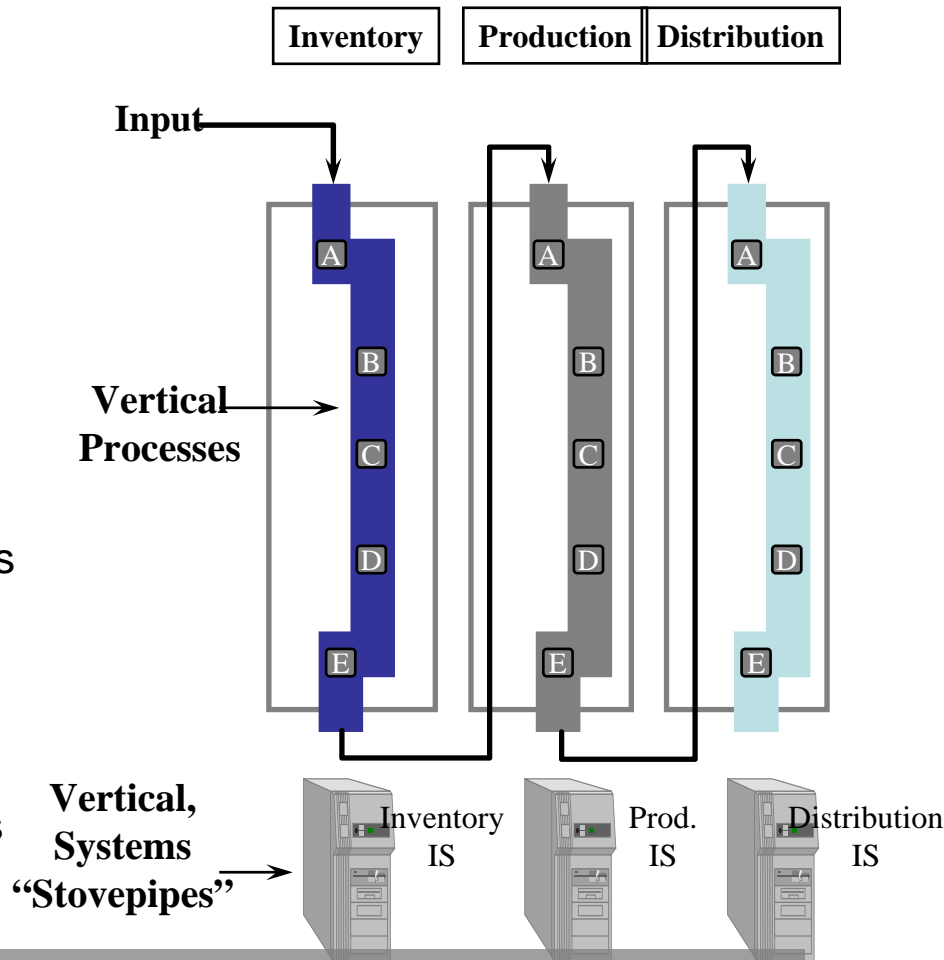
*All transformation initiatives must align to support Army Strategy goals*





# Current Environment – Vertical Integration

- The Institutional Army delivers capabilities to support the warfighter.
- Support is provided by functional domains – each with their own governance structure, policies, procedures and systems, that have evolved and adapted over the years.
- These vertical domains strive to optimize service delivery within their functional area, but are not coordinated across functional domains – from an Army Enterprise perspective.
- Achieving transformation will require **horizontal integration** and optimization of all aspects of business operations – **people, process and technology**.



*Technology alone cannot optimize the delivery of increased operational capabilities.*

# Future Environment



## ■ Build an enterprise view of the Institutional Army

**1. Strong Governance driving integrated policy framework**

**Policy  
& Governance**

**2. End-to-end business processes**

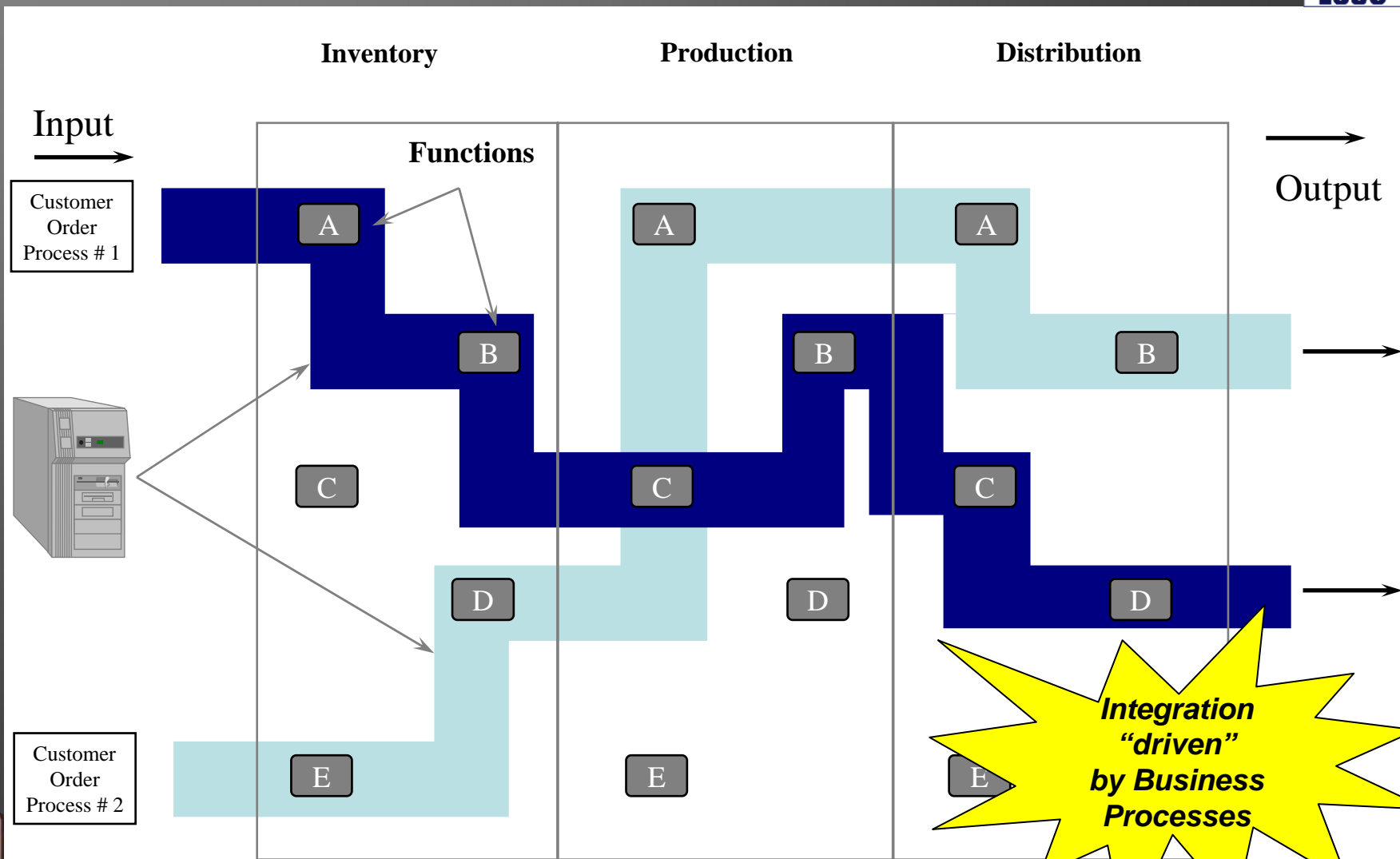
**Enterprise Processes**

**3. Technology enablers**

**Enterprise Solutions**



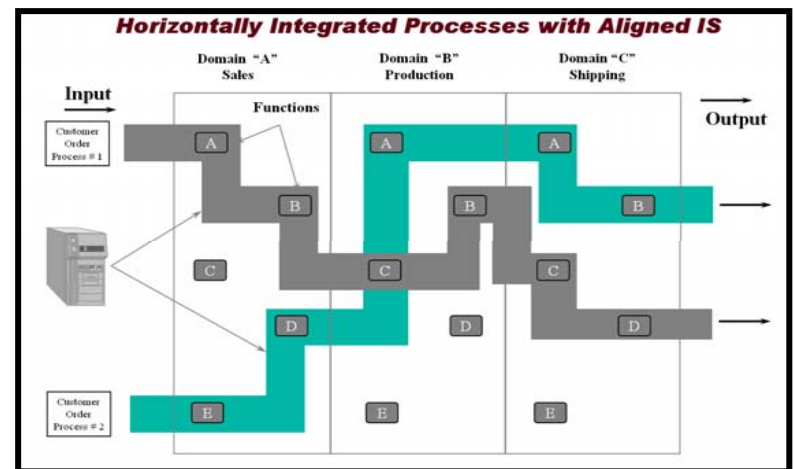
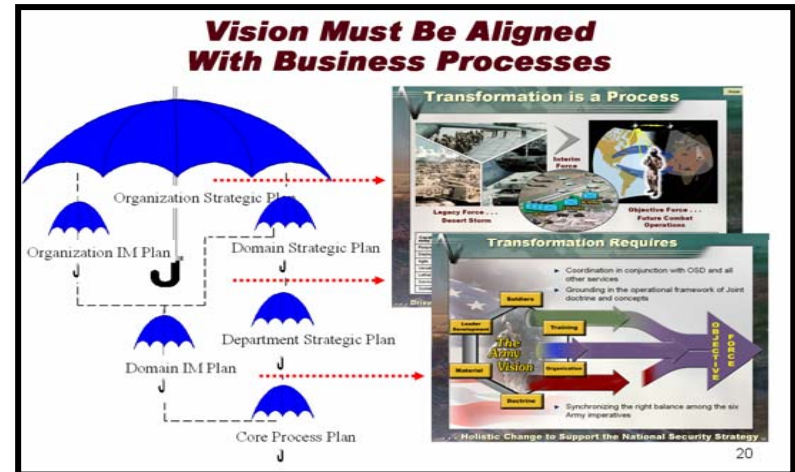
# Future Environment – Horizontal Integration



# Enterprise Solutions



- Enterprise Solutions represent the vertical and horizontal alignment of **people, processes, and technology** to the Army Strategy Map across organizational and functional boundaries to optimize delivery of Army capabilities.
- The process of achieving enterprise level solutions requires a **governance** structure that will enable cross-functional process integration.
- The result is a **process oriented structure** with **systems aligned to end-to-end business processes** which creates situational awareness, providing decision makers with near real-time access to relevant information.





# Agenda



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<b>DoD Business Transformation Agency</b>	<b>Mr. Paul Brinkley</b>
<b>Enterprise Solutions Overview</b>	<b>Mr. Chip Raymond</b>
<b>Break</b>	<b>15 min</b>
<b>Top 10 Reasons ERP Implementations Fail</b>	<b>Mr. Mark Rushing</b>
<b>The Alignment of People, Process and Technology</b>	<b>Mr. Mark Rushing</b>
<b>Governance</b>	<b>Mr. Mark Rushing</b>
<b>Q&amp;A</b>	



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# *Enterprise Solutions - Context*



Top 10 Reasons ERP Implementations Fail  
Mr. Mark Rushing  
Capgemini



# Top 10 Reasons ERP Implementations Fail



1. **Governance** – No single person in charge who reports directly to senior executives.
2. **Scope** – The implementation contract doesn't align with a SOA-based enterprise solution, but instead is aligned with programs, systems, or other non-enterprise artifacts.
3. **Change Management** – Insufficient investment in CM activities, -- the people side of change.
4. **Skills** – Implementation team doesn't have a thorough understanding of SOA concepts and the required enabling enterprise technologies.
5. **Decision Making** – Consensus decision making as opposed to rapid decision making.
6. **Communication** – Lack of communication at all levels.
7. **Solution Architecture** – No SOA-based solution architecture and appropriate implementation methodology.
8. **Training** – Insufficient investment in project team and user training and executive education.
9. **Culture** – Trying to force the enterprise software into a stovepiped culture.
10. **Leadership** – Lack of project continuity because of leadership rotation.

*Technology doesn't deliver transformation – People do...*



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# *Enterprise Solutions - Context*



Enterprise Solutions - The Alignment of People, Process  
and Technology

Mr. Mark Rushing,  
Capgemini



# ES and Army Transformation



***“... Transformation is a multi-dimensional and interrelated process that involves adapting new technologies for warfighting and business operations.”***

Traditionally, people have thought of transformation as kind of a technology thing. You get a new technology; you incorporate it in your operations. But that is just one dimension of transformation. Developing improved operating concepts and business processes. You can do that independently or in conjunction with a new technology.

***Secretary Francis J. Harvey  
December 6, 2004***



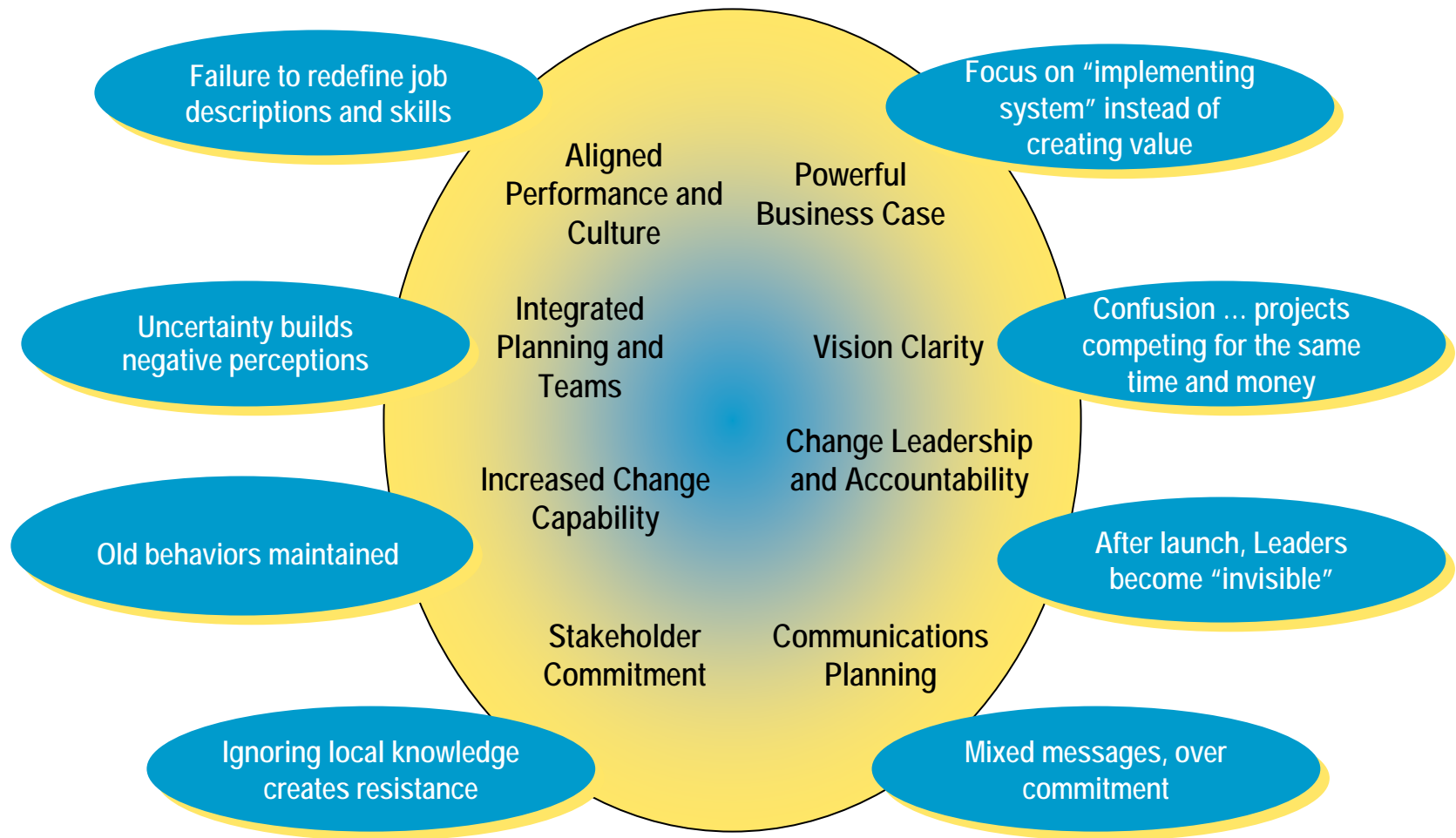
# *Enterprise Solutions - Context*



People - Organizational Alignment, Roles & Responsibilities

— **Enterprise Solutions Competency Center** —→

# Why Projects Fail: The People Perspective



# People



- Enterprise Solutions require strong and consistent commitment from leadership at all levels in the organization.
- Involve the stakeholders, both functional and technical, from the beginning to build awareness and support.
- Use local knowledge, only people who understand their own processes can build the end-to-end business process capability.
- Communicate – early and often. Nature abhors a vacuum.
- Set performance objectives and reward those participants who meet or exceed them.
- Allay fear of the enterprise solution with detailed training plans and delivery - *that continue past implementation*





# Change Management



- Change Management is the process, tools, and techniques to manage *the people aspect of change* to achieve the most successful outcome for any program initiative.
- There are effective Change Management techniques for each phase of implementation
- Change Management does not end with deployment; sustaining new roles, responsibilities, processes, and behaviors continues well past go-live.



# *Enterprise Solutions - Context*



Process - Enterprise Processes & Continuous Process Improvement



# Process



- Business transformation begins with identification of the business capability needed to support the customer – in the Army's case, the warfighter.
- The next step is to understand the business processes that will provide that capability.
- A true business process starts with the first event that initiates a course of action, and ends with satisfactory delivery of the goods or service that triggered the first event, either to a stakeholder or to another process.
- Inputs of all types such as raw materials, information, knowledge, commitments, and status - are transformed into outputs and results.
- Current view of Army business processes are often bounded by functional area or domain.
- Transformation can best be delivered by an Enterprise level view of business processes, end-to-end processes, that make maximum use of best business practices.



# Process



- Enterprise Solutions provide horizontal, cross-functional processes and the integrated enabling technology in a COTS format.
- ERPs are not system solutions, they are business solutions – business process owners must lead and sponsor.
- COTS implementations allow the adoption of commercial best practices.
  - Whenever possible, the COTS business processes should be used.
  - Modifying the software to accommodate the organization's current processes sub optimizes the value of, and return on, the investment.
  - Adoption of the inherent business processes improves flexibility and adaptability to better accommodate the changing needs of the warfighter.



# Army Lean Six Sigma Deployment



- Lean Six Sigma (LSS) is a business philosophy that combines the strategies of:
  - Lean production (elimination of waste)
  - Six Sigma (reduction of variation)
- These concepts work well together to deliver better products, and services, at lower cost faster, while obtaining maximum return on investment.
- LSS will be used to transform Army processes to increase quality, efficiency, and effectiveness while reducing cycle time and variance, thereby freeing much needed human and financial resources for higher priorities.

*Source: Lean Six Sigma Deployment Order (071700 Apr 06)*





# *Enterprise Solutions - Context*



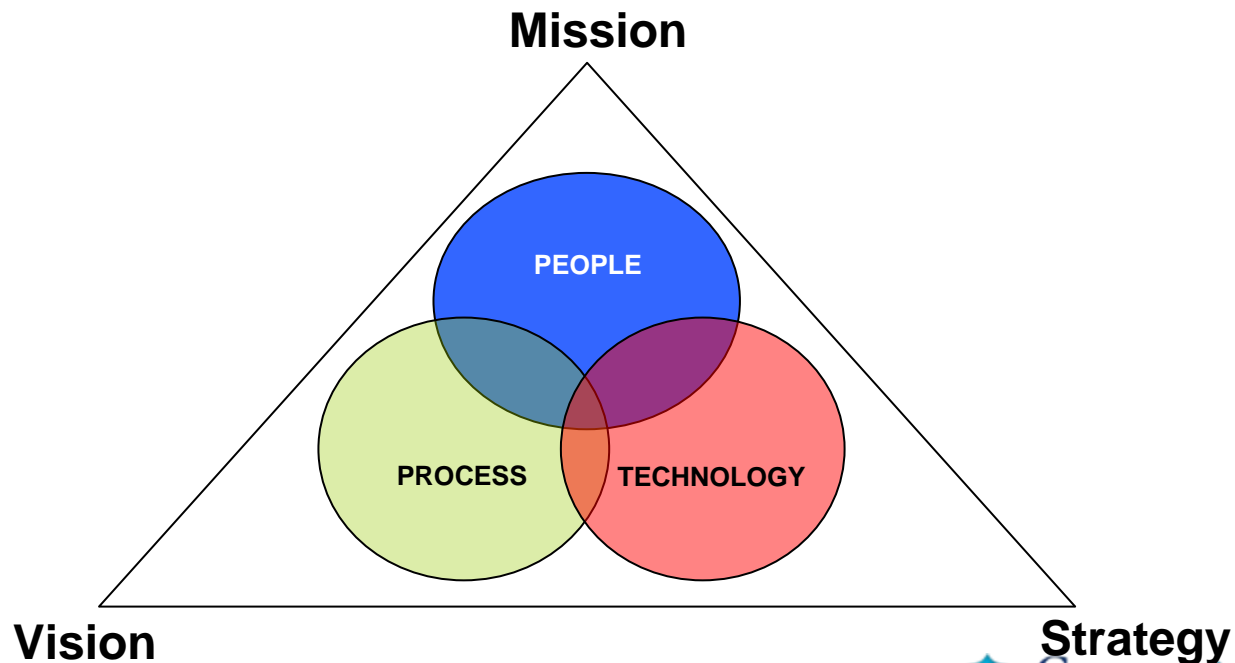
Technology - ERPs as an Enabler of Enterprise Solutions

# Technology - ERP Context



## ■ Enterprise Resource Planning (ERP):

- ☐ An integrated suite of information technology applications and processes that support the operations of an enterprise
- ☐ A transformation enabler
- ☐ Impacts the entire organization



# ERP Costs



## Rules of Thumb

### ■ Traditional ERP Costs

- ☐ Hardware
- ☐ Software
- ☐ Professional services
- ☐ Internal staff

### ■ Hidden Costs

- ☐ Training
- ☐ Integration and testing
- ☐ Data analysis, cleansing, and conversion
- ☐ Post go-live professional service support

- 1) Software price is market-and-contract driven
- 2) Project cost is effort, timing, and staffing-driven
- 3) Estimates should be based on: project scope, staffing mix, time constraints, and degree of change

Source: Gartner

# ERP Benefits



- Synchronize horizontal, end-to-end business processes
- Integrate processes and information systems
- COTS solutions ease sustainment and upgrades, allow adoption of best business practices
- Consolidate and/or eliminate current systems
- Reduce portfolio complexity
- Establish an authoritative data source
- Enable real-time response to business problems
- Provide better information to improve decision-making
- Enable continuous business process improvement

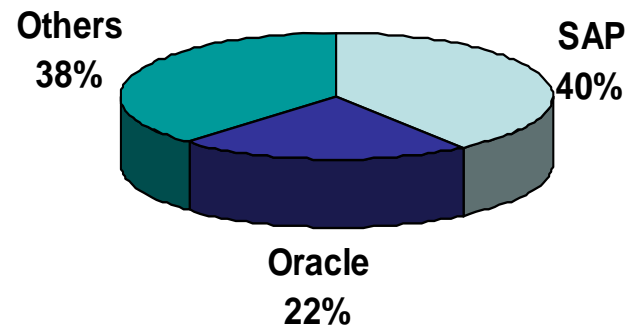
*Coming together is the beginning, Staying together is progress,  
Working together is success . . .*

# ERP Market Insights



## ERP Market Share 2004

Source: AMR Research



- Top 2 players own more than 60% of the market
  - ☐ SAP has highest ERP revenues
  - ☐ Oracle has highest overall revenues due to its database products
- To sustain customer base, vendors are extending maintenance and support for older or acquired products
- ERP vendors are migrating towards a Service-Oriented Architecture (SOA)
  - ☐ SAP is currently marketing its NetWeaver product as an “Enterprise Services Architecture” solution (SAP’s interpretation of SOA)
  - ☐ Oracle is developing its next-generation software solution under the name Fusion (combined Oracle and PeopleSoft products)

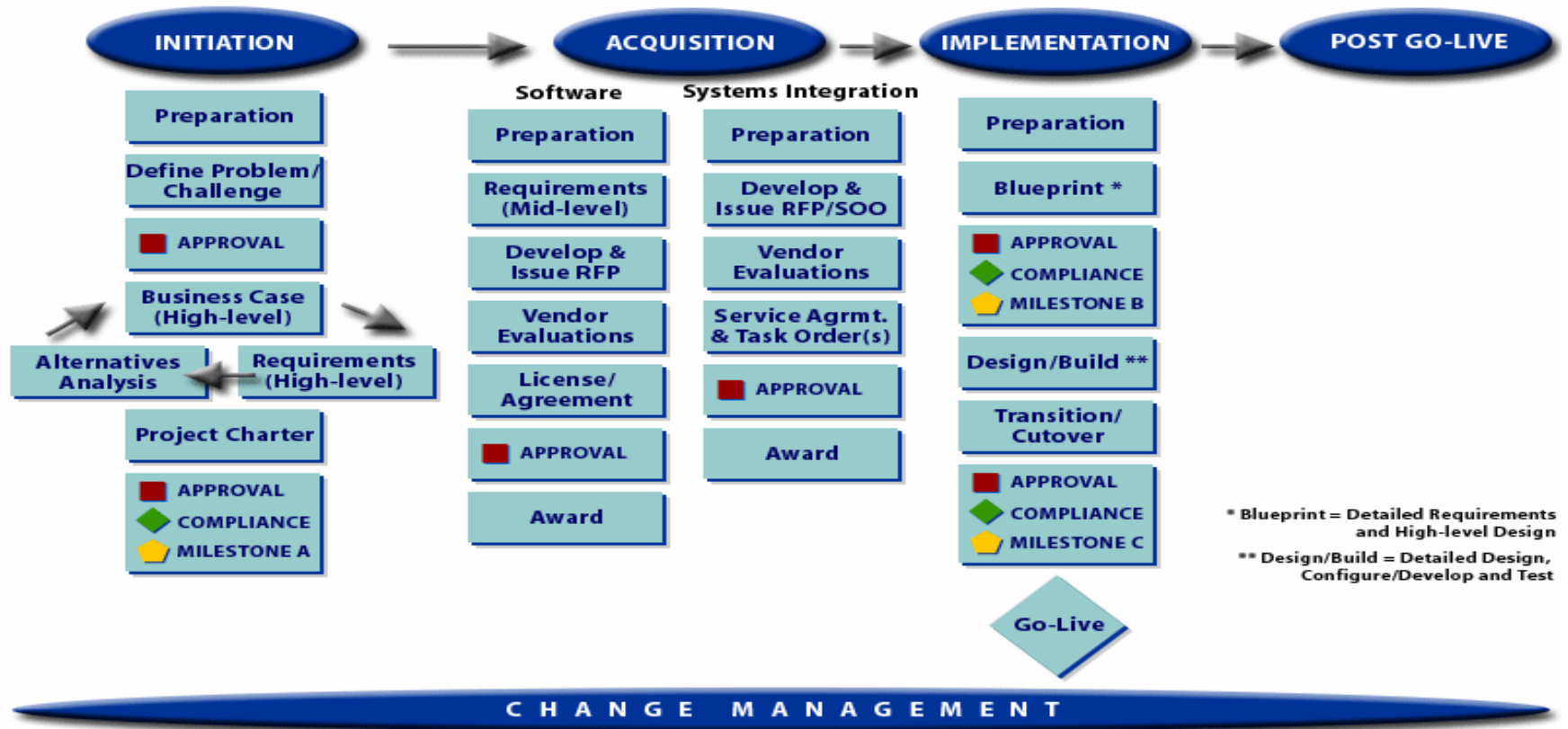




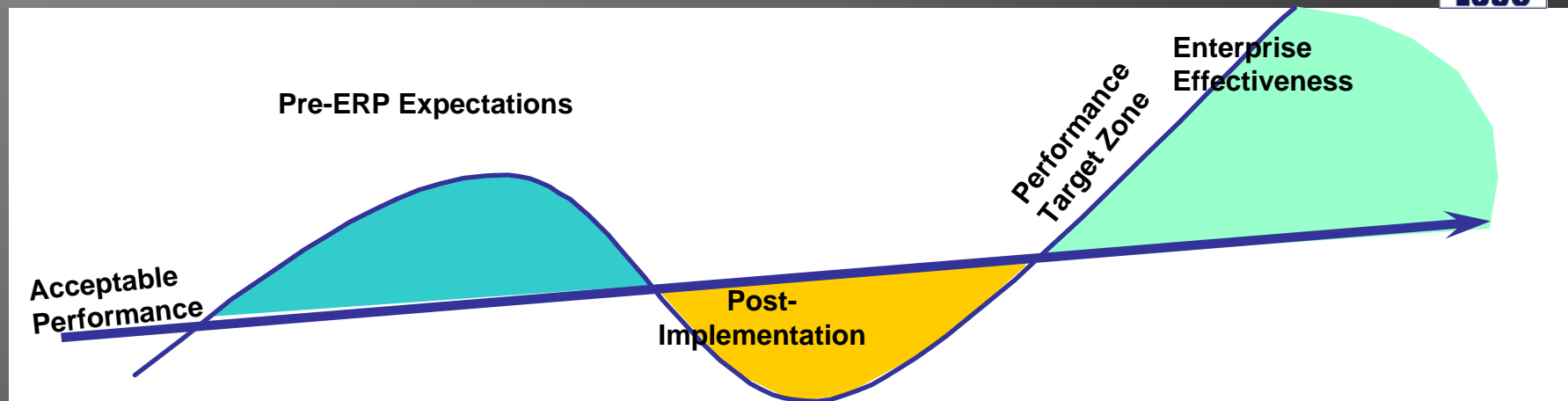
# ERP Approach

## ■ Project Timeline

### Enterprise Integration (EI) Toolkit Road Map Overview



# What can go wrong...



## **Pre-ERP Expectations:**

- Update legacy/customised programs
- Cross-functional efficiencies
- Cost and time savings
- Stakeholder value enhanced
- Enterprise Processes built
- Systems integrated
- Timely and actionable information for decision makers

## **Post Implementation Frustrations:**

- ⌚ ERP design and business processes unaligned
- ⌚ Manual processes work around system constraints
- ⌚ Transactional complexity
- ⌚ Limited managerial reporting
- ⌚ Untimely information
- ⌚ Financial benefits fall short of expectations

## **Enterprise Effectiveness:**

- ⌚ Strategy enhanced and deployed
- ⌚ End to end processes continuously improved
- ⌚ People aligned and learning
- ⌚ Stakeholder value measured and enhanced
- ⌚ Enterprise Resource Management leveraged and improved

*Failure to follow an Enterprise Solutions approach can limit the effectiveness of an ERP*

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**Q&A**



# *Enterprise Solutions - Context*



Governance  
Mr. Mark Rushing,  
Capgemini

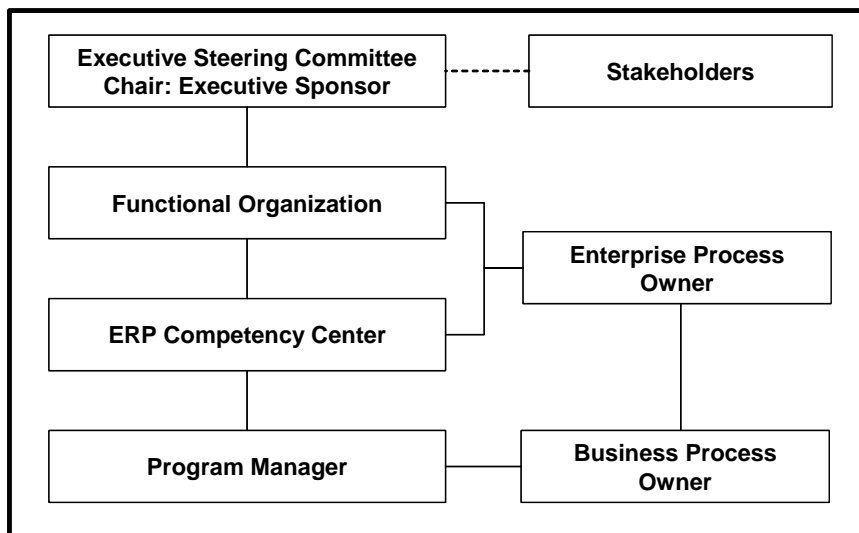


# Governance

- **Definition:** Specifying the decision rights and accountability framework to encourage desirable behavior in the use of IT\*
- People, Process AND Technology must be governed
- Executive sponsorship a must



## Sample Private Sector Governance Structure



- Involve the right players but too many bosses hinder progress
- Be sure to include process owners
- Formalize decision criteria and escalation processes

\* (Source: *Don't Just Lead, Govern*  
Weill & Woodham, MIT Sloan CISR)



# Governance

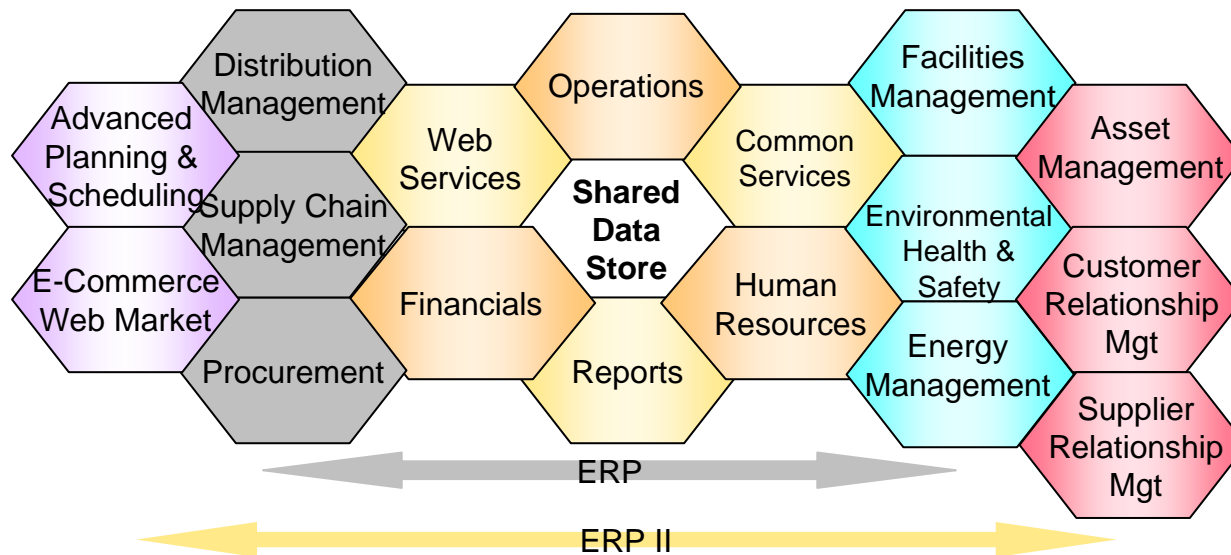


- Governance of any major change in an organization is critical to the success of the change effort, but governance of ERP programs is even more critical, because of the size and scope of the programs.
  - They change not just technology, but processes - ways of doing business, job roles and descriptions.
  - This level of change requires the organization understand the implications and be prepared to make tough decisions.
  - Making those types of decisions requires executive sponsorship and governance at the most senior levels of the organization.
  - Unless the top is visibly engaged, employees will doubt the effort is serious, and they won't participate, or may even resist.



# ERP Governance

- ERP systems are technology enablers but the foundation of a successful implementation is a Governance model which provides accountability for Enterprise Processes.



*ERP systems contain Enterprise Processes in a tightly coupled software package, thereby enabling Governance of cross-functional solutions.*

# Key Terms



- Enterprise Process - The end-to-end, cross-departmental, and often, cross-[Service or Agency] coordination of work activities that create and deliver ultimate value to customers (Source: The Agenda, Michael Hammer, 2001).
- Enterprise Process Owner (EPO) - The individual designated to make key decisions to change enterprise processes with defined scope and supporting business processes.
- Business Process - A specific ordering of work activities across time and place, with a beginning, an end, and clearly identified inputs [people, technology, fixed assets, and funds] and outputs (Source: Putting the Enterprise into the Enterprise System, Thomas H. Davenport, 1998).
- Business Process Owner (BPO) - The individual designated to formulate and champion recommendations to change, preserve or eliminate a business process with defined scope and an associated enterprise process or enterprise processes.

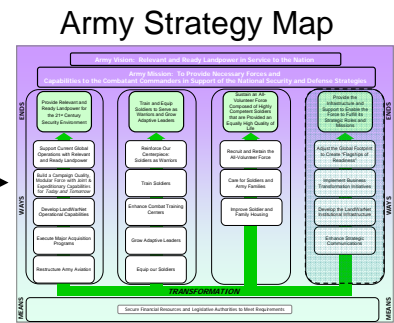
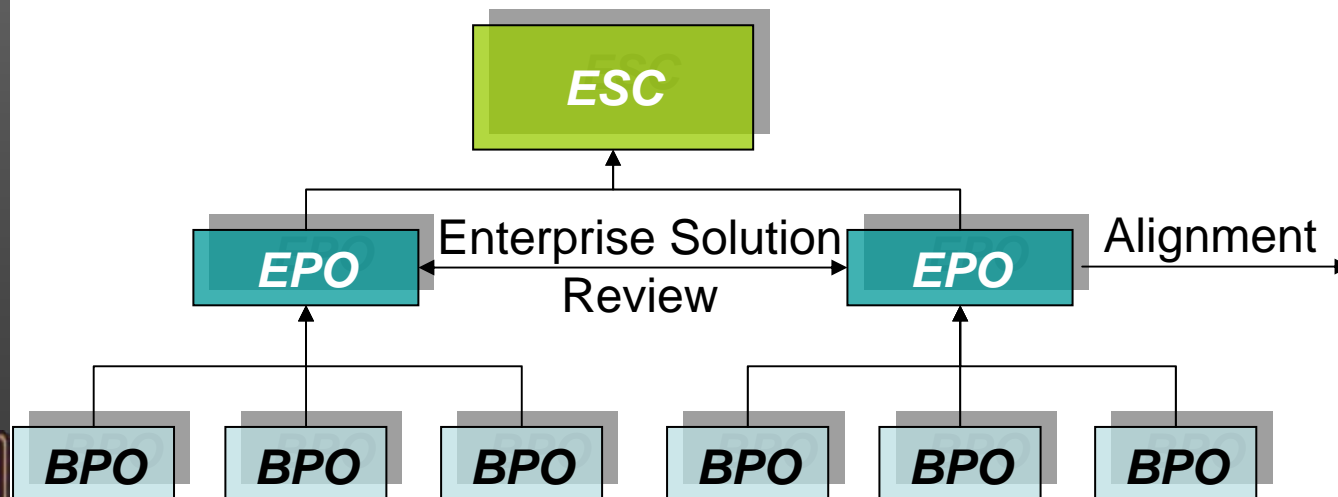
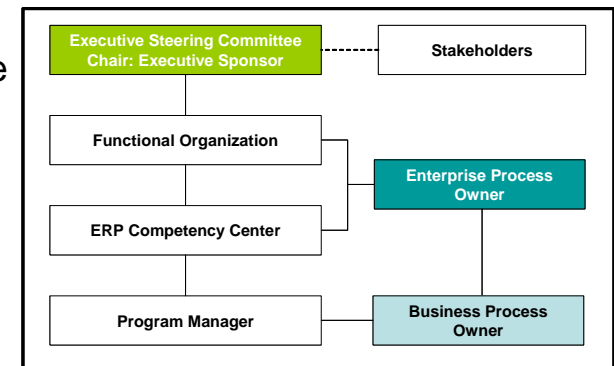


# Governance & Process Owners

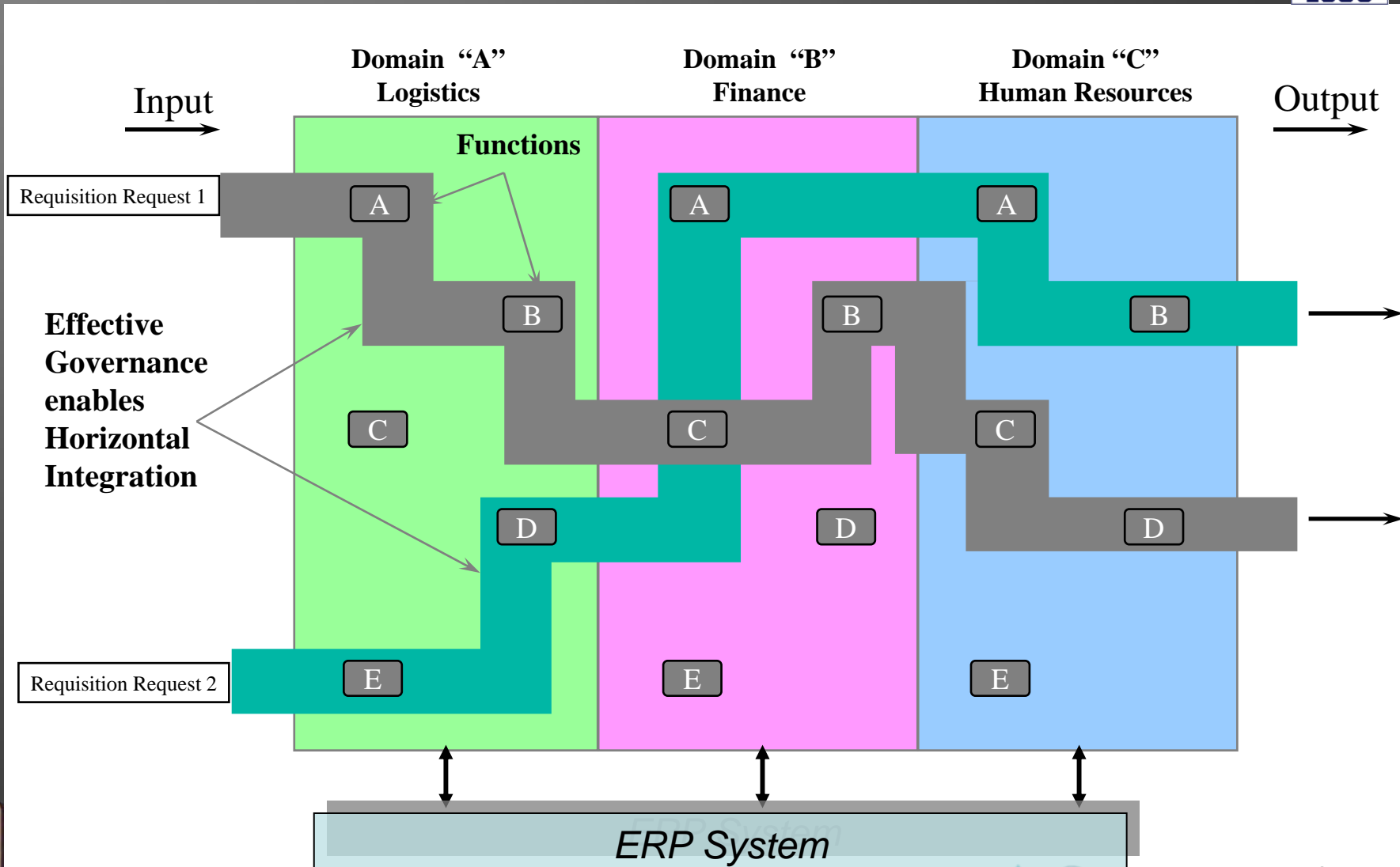


- **Executive Steering Committee (ESC)** is the ultimate decision authority.
  - Provides top down funding based upon enterprise processes not domains
  - Approves major milestones
  - Approves significant changes to scope, cost, or schedule
- **Enterprise Process Owners (EPOs)** serve as gate-keepers determining which requests will be reviewed by the Executive Steering Committee.
- EPO's are supported by **Business Process Owners (BPOs)** whose goal should be to promote only those initiatives which align to an organization's overall strategic direction.

## Sample Private Sector Governance Structure



# Expected Governance Results



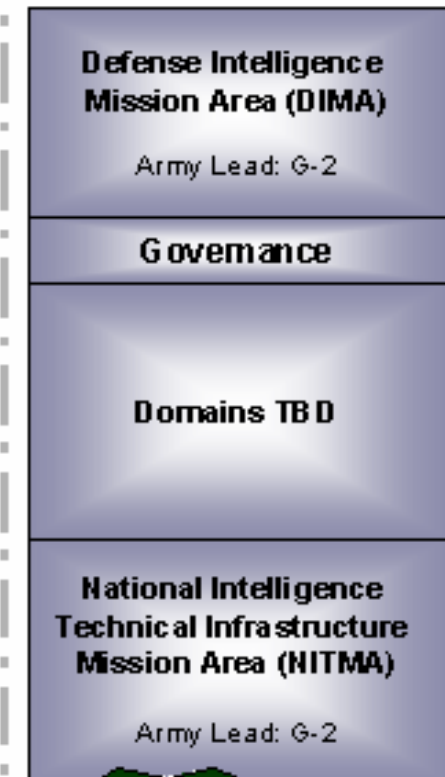
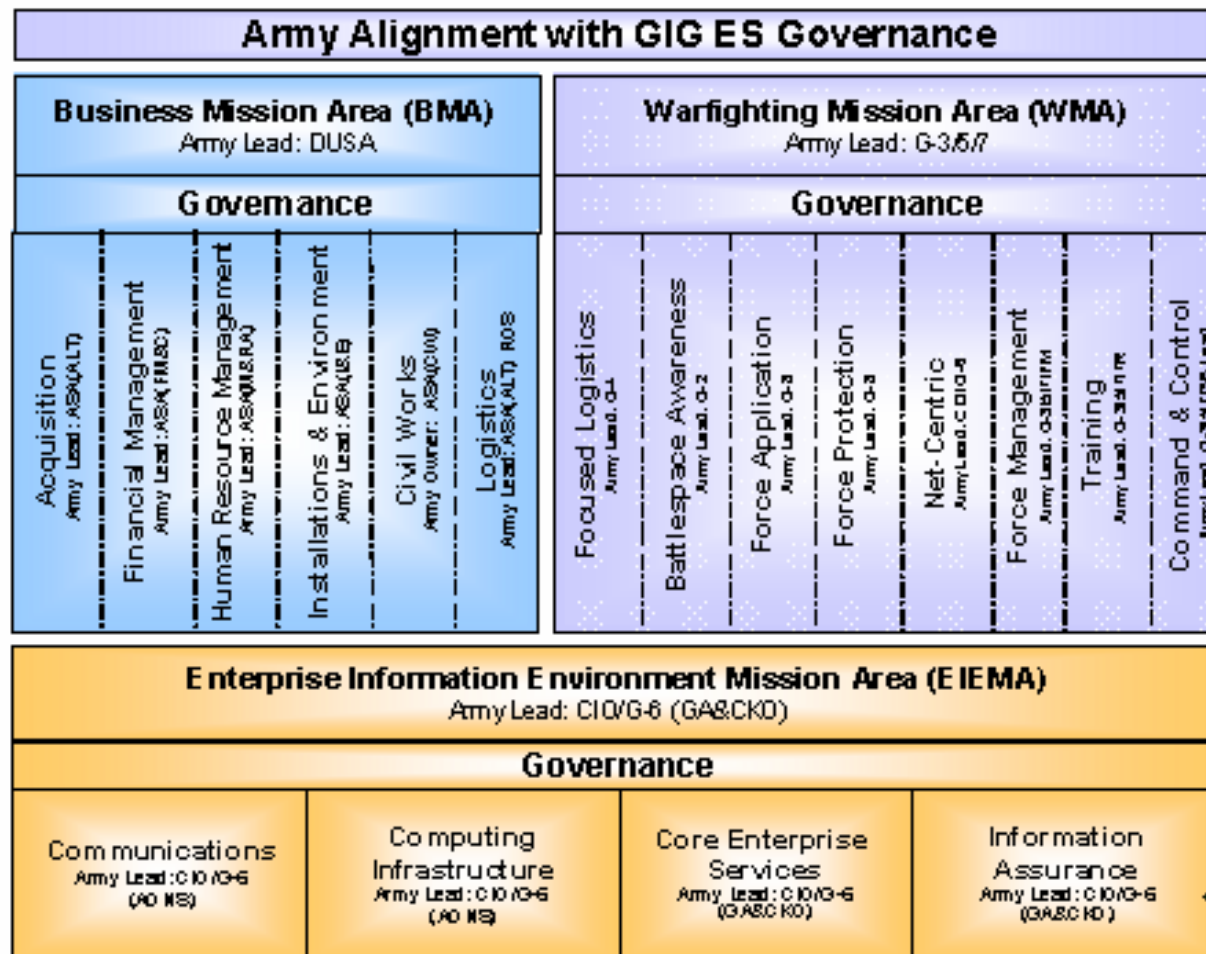
# *Enterprise Solutions - Context*



Alignment of Governance model to Army  
Strategic imperatives



# Army Mission Area/Domain Structure



**4 Mission Areas:**  
 - 18 Domains  
 - 13 Domain Owners



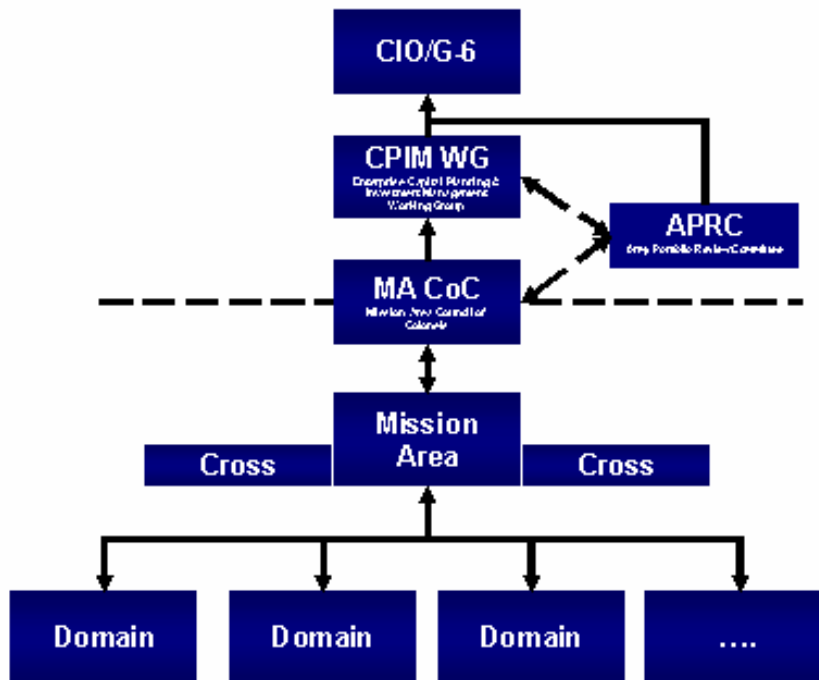
# Army Governance



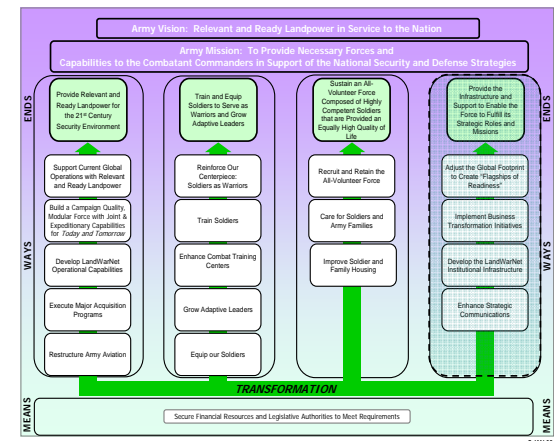
## ■ Army organizations:

### □ CIO-G-6

- Serves as Army Pre-Certification Authority
- Released the Information Technology Portfolio Governance Implementing Guidance which provides for oversight and alignment of technology projects within the Army's IT investment portfolio



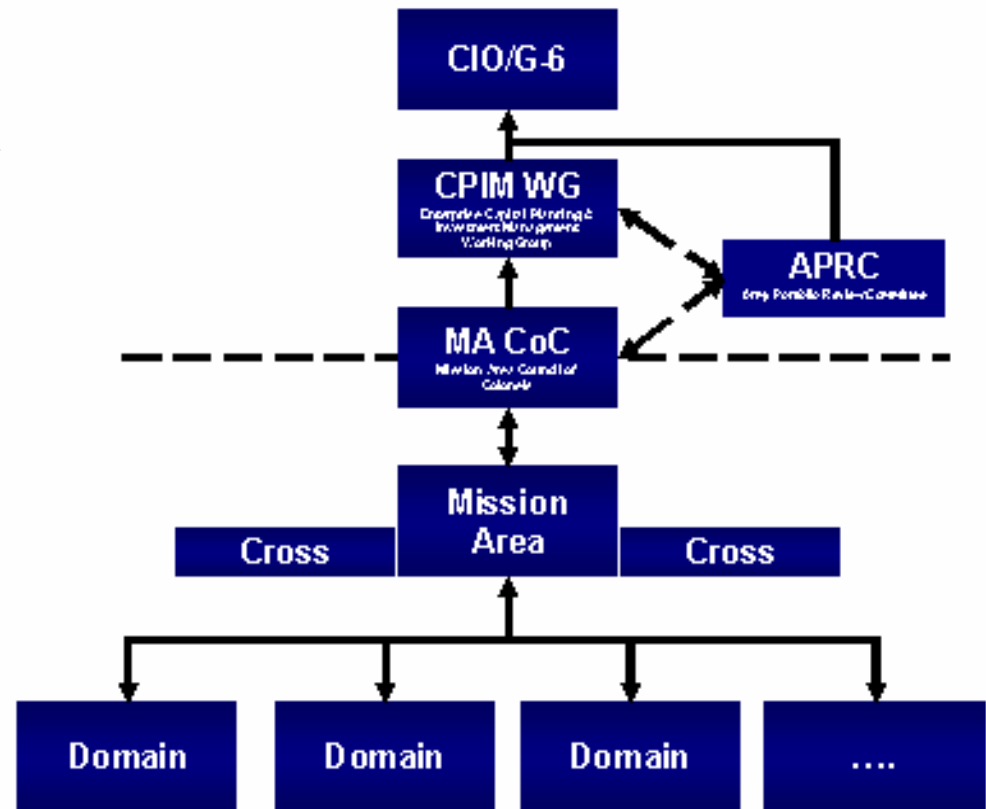
Army Strategy Map



# CIO-G-6 IT Portfolio Governance



- Enterprise Capital Planning & Investment Management Working Group (CPIM WG)
  - Captures products of the Mission Area Council of Colonels (MA CoC) to review the results for the Enterprise/Cross-MA level
  - Identifies potential inefficiencies and best practices for application across the Enterprise.
- MA CoC
  - Reviews, analyzes, and validates the MA/Domain IT portfolios capabilities against Army strategies and tactical requirements
- Army Portfolio Review Committee (APRC)
  - Conducts annual Enterprise Level MA/Domain PFM Reviews



# DoD Business Systems Governance



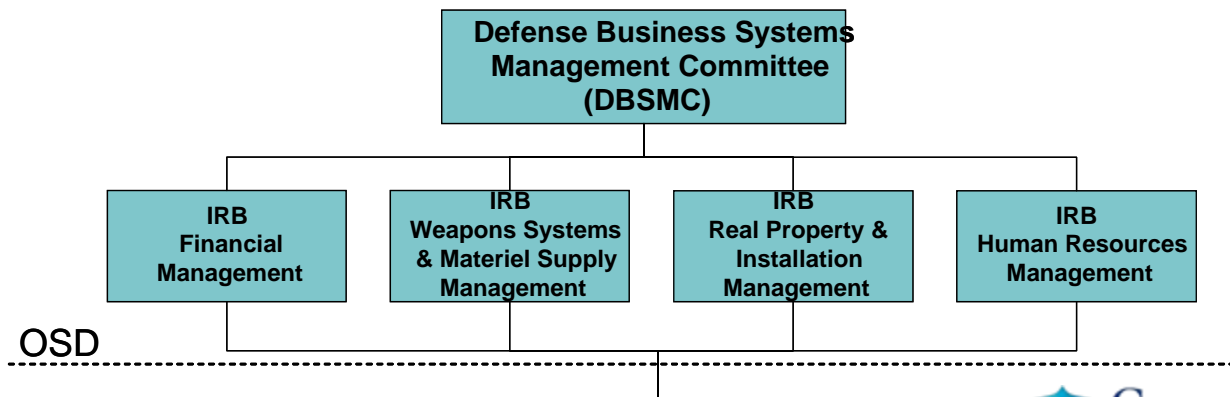
## ■ OSD organizations:

### □ DBSMC

- Leads the governance structures in the Business Mission Area and coordinates with the Warfighter, Intelligence, and Enterprise Information Environment Mission Areas
- Certifies any defense business system modernization that will have a total cost in excess of \$1M before funds can be obligated

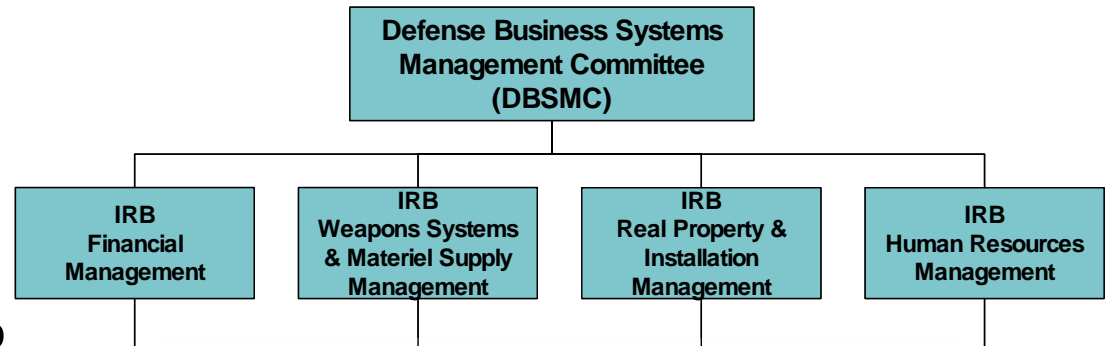
### □ OSD Investment Review Boards (IRBs)

- IRBs are the mechanism the DBSMC uses to review and provide certification recommendations for business systems modernization programs

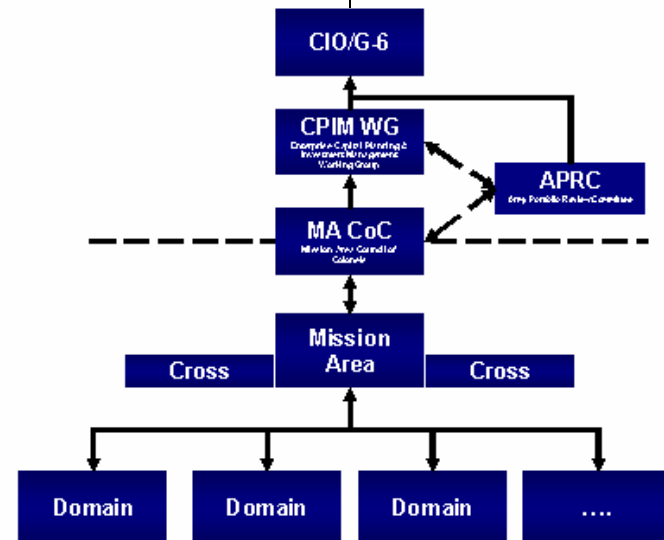


# Army Governance

- The Defense Business Systems Management Committee (DBSMC) is the top-level OSD governance body for defense business systems transformation, including ERP programs. OSD Army

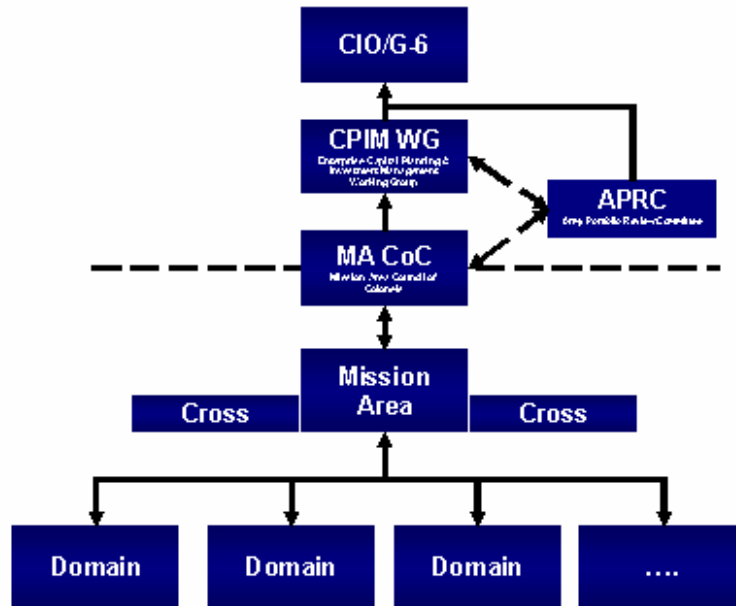


- Before business systems reach the OSD level for certification, they must first be approved by the Pre-certification Authority, CIO-G-6

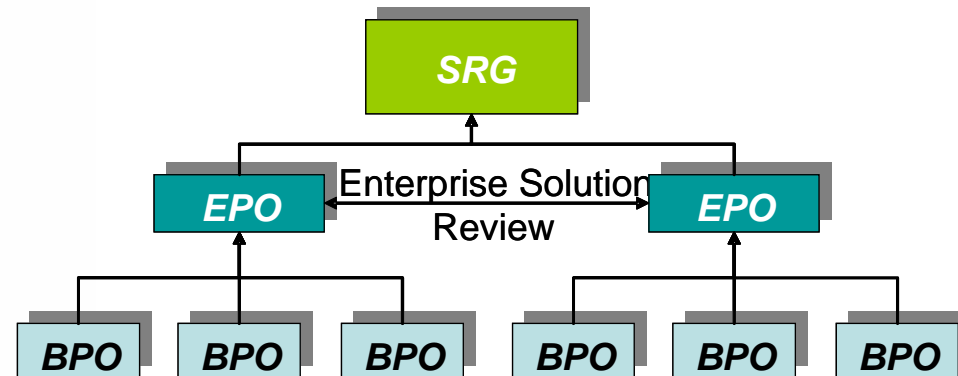


*These checkpoints are crucial to eliminating stovepiped systems and creating visibility of enterprise processes.*

# Governance



**Domain Driven  
Governance**



**Enterprise Process Driven  
Governance**

*The Army is moving towards a coherent Governance process driven by Enterprise Process Owners to eliminate redundancies and create successful Enterprise Solutions.*



# Summary



- Enterprise Solutions represent the vertical and horizontal alignment of people, process and technology.
- To achieve true transformation, each transformation initiative must map to and support one or more of the goals and objectives of the Army Strategy map.
- The process of achieving enterprise level solutions requires a governance structure that enables cross-functional process integration.
- The result is a process oriented structure with systems aligned to end-to-end business processes, each mapped to support the Army vision, that provide decision makers with timely access to actionable information.



# Agenda



<b>Opening Remarks</b>	<b>LTG Boutelle</b>
<b>DoD Business Transformation Agency</b>	<b>Mr. Paul Brinkley</b>
<b>Enterprise Solutions Overview</b>	<b>Mr. Chip Raymond</b>
<b>Break</b>	<b>15 min</b>
<b>Top 10 Reasons ERP Implementations Fail</b>	<b>Mr. Mark Rushing</b>
<b>The Alignment of People, Process and Technology</b>	<b>Mr. Mark Rushing</b>
<b>Governance</b>	<b>Mr. Mark Rushing</b>

**Q&A**



# Learning Objectives



- Understand the concept and components of 'Enterprise Solutions'
- Understand the role of enterprise solutions in Army Business Transformation
- Understand the relationship between Enterprise Solutions and ERPs
- Understand the governance structures needed for Enterprise Solutions



# *Enterprise Solutions Overview*



## Enterprise Solutions Overview (Video)